

Presentation to Executive Council

October 30, 2000



- While the analysis focuses on differences that may require further attention and action, similarities in perceptions far out weigh differences across the dimensions of age, gender and ethnicity.
- The greatest range of difference by far is found across skill groups.

Demographics		Percent of questions with No significant difference
AGE >35 36-50 >51		87%
GENDER Male Female		76%
ETHNICITY White Hispanic	Black Asian/PI	77%
OCCUPATION Eng. Sci. Tech.	Comp. Sci. Prof. Admin. Sec./Clk.	48%

3 questions among the top 5 questions for all four groups are identical

- Changes in federal programs and budget priorities are influencing NASA's direction.
- All groups believe they have the skills and ability to perform the Center's work.
- All groups are proud to work for the Goddard Space Flight Center.



ANALYSIS PROCESS

- Divided data into demographics and assigned group members to analyze results and provide recommendations
 - Ethnicity: J. Hrastar, K. Paquin
 - Skill Group: A. Simpson, P. Gal-Edd
 - Gender: C. Ma
 - Age: T. Weber
 - Level of Disability: T. Weber
- Examined data at the category level and at the individual question level and looked for:
 - Significant differences among groups
 - Significant strengths and weaknesses for individual groups
 - Change in results between 1997 and 1999 surveys

COMMON OBSERVATIONS OF ALL GROUPS

- High personal motivation and satisfaction with their immediate work environment
- Dissatisfaction with the reorganization
- Inadequate salary and benefits necessary for attracting and retaining skilled workforce
- Center's leaders inability to provide vision, guidance and leadership
- Non-value added administrative processes



- Observation: Asian/PI scored lowest of all groups in 10 of 12 categories. Scores for this group decreased in every category since the last survey. The response rate for this group increased by 50% since the last survey (constant for every other group).
 - Recommendation: <u>DIVERSITY COUNCIL ACTION</u> Use focus groups to further explore the issues and concerns raised by this group.
- Observation: As a group, satisfaction among African Americans has improved since the last survey; however, they still have concerns around issues of fairness.
 - Recommendation: <u>EXECUTIVE COUNCIL ACTION</u> Continue the dialog between this group and the management team.
- Observation: The scores for whites and Hispanics are similar to the Center's overall scores.
 Recommendation: <u>EXECUTIVE COUNCIL ACTION</u> No specific actions. Actions to address Center-wide concerns will be adequate to respond to the issues of these groups.



• Observation: Secretaries are the most positive of all skill groups and showed the largest positive increase since the last survey. Lowest scores on key questions indicate that secretaries feel a lack of respect.

Recommendation: <u>DIVERSITY COUNCIL ACTION</u> - Share survey results with managers and request that they work with the secretaries to develop actions that address issue of respect.

 Observation: Technicians scored the lowest among skill groups. They feel a lack of inclusion, are unclear about their jobs and are unsure about their future. This group scored the highest on the question of needing IDP's.

Recommendation: <u>DIRECTORATE ACTION</u> - AETD to develop and articulate a strategic business plan for the technician workforce. Provide training on the development and use of IDP's.

- Observation: Engineers scored generally lower than other groups. Engineers do not see how their Directorate plans contribute to the Goddard mission, strategies and goals.
- Recommendation: <u>DIRECTORATE ACTION</u> Codes 300, 400, 500, 700 and 800 to develop and communicate a strategic business plan, with emphasis on linkage to Center's future direction.

10/30/2000



 Observation: Scientists have the most personal satisfaction with their work. They have the most negative view of center initiatives and nontechnical work.

Recommendation: <u>EXECUTIVE COUNCIL ACTION</u> - Establish and communicate a credible business case for each new Center initiative before beginning.

 Observation: Professional Administrative employees are the most attuned to Center initiatives and new processes.

Recommendation: No specific actions.



 Observation: At the category level, women scored higher than men, significantly so in half the categories. Women showed positive increases in all categories since the last survey, with Management Practices showing a significant improvement. Professional Administrative women were generally more positive than technical women.

Recommendation: <u>DIVERSITY COUNCIL ACTION</u> - Use focus groups to understand positive views with the goal of sustaining the most effective practices.

 Observation: At the question level, technical women scored slightly higher than PA's on questions of respect, fairness and inclusion.
 Women view mentoring as an important contributor to success.

Recommendation: <u>DIVERSITY COUNCIL ACTION</u> - Encourage expanded use of center-wide mentoring program among women.



RESULTS BY AGE

• Observation: The 36-50 age group scored lower than other groups in 69% of the questions and in 11 out of 12 categories. Their concerns are broad and many. This group accounts for over 50% of the survey respondents. The three areas they rated lowest were leadership, structure and systems, mirroring the observations at the Center-wide level.

Recommendation: No specific actions. Actions to address Center-wide concerns will be adequate to respond to these groups.

RESULTS BY LEVEL OF DISABILITY

- Observation: People with severe, mild and temporary disabilities make up approximately 10% of the workforce.
- Observation: People with severe disabilities have the highest scores on 53% questions; however, they have the lowest scores in a number of the questions which fall into 3 themes:
 - Access to information and participation in decision processes
 - Management practices relative to performance feedback, training, and assignments
 - Lack of trust in the human resources processes.

Recommendation: <u>EXECUTIVE COUNCIL ACTION</u> - Assure that information is accessible to all.

Recommendation: <u>DIVERSITY COUNCIL ACTION</u> - Workshop for supervisors. Topic for "All Supervisors Meeting".



Diversity Council Actions

Asian/PI Findings

Lead -T. Weber

- Nov Dec 2000
- Identify facilitator and select date
- Develop Asian/PI-specific presentation
- Publicize focus group
- Discuss Asian/PI survey findings and collect feedback
- Document feedback and develop actions
- Present to EC and DC

Secretary Findings

Lead - P. Gal-Edd

- Nov Dec 2000
- Develop secretary-specific presentation
- Review training options
- Forward presentation on to Directorates
- Directorates to develop specific actions

Diversity Council Actions (cont.)

Women Findings

Lead - K. Paquin

- Nov Dec 2000
- Develop women-specific presentation
- Meet with the WAC
- Discuss survey findings and collect feedback on mentoring and what is working well
- Document feedback and develop actions
- Present to EC and DC
- People with
 Disability Findings —

Lead - C. Ma

- Nov Dec 2000
- Work with EOPO to develop a presentation for "All Supervisors Meeting"
- Work with OHR to include disability information into existing new supervisor curriculum
- Work with EOPO to plan workshop for supervisors



Additional Actions

- Executive Council
 - Continue the dialog between the African American employees and the management team.
 - Establish and communicate a credible business case for each new Center initiative before beginning.
 - Assure that information is accessible to all.

Directorates

- AETD to develop and articulate a strategic business plan for the technician workforce. Provide training on the development and use of IDP's.
- Codes 300, 400, 500, 700 and 800 to develop and communicate a strategic business plan, with emphasis on linkage to Center's future direction.



BACK UP SLIDES

Response Demographics

Survey Response % Population %

Gender:	Female $\frac{36.4\%}{34\%}$ † Occupation :
	Male $\frac{63.6\%}{66.0\%} \downarrow$
Ethnicity	Non-Minority $\frac{80.5\%}{77.2\%}$
	African Am. $\frac{10.5\%}{13.9\%}$
	Hispanic $\frac{2.7\%}{3.3\%}$
	Am. Indian $\frac{0.6\%}{0.3\%}$
	Asian/P.I. $\frac{4.3\%}{5.1\%}$
Age:	Representative $= 25 \frac{2.1\%}{4.5\%}$
	greatest differences $46-55$ $\frac{29.0\%}{26.5\%}$

Eng & Comp Sci.
$$\frac{48.2\%}{47.6\%}$$

Scientific $\frac{12.0\%}{9.6\%}$

Technician $\frac{6.0\%}{8.4\%}$

Sec. $\frac{7.0\%}{9.8\%}$

Prof. Admin. $\frac{26.4\%}{22.5\%}$

WG $\frac{0.4\%}{1.9\%}$

Goddard Survey Data 1999 Significant Differences by Age									
	Center 1999	< 35	36-50	51 >	Significant Difference Among Group				
		310	815	457					
External Environment	3.81	3.78	3.81	3.83					
Mission and Strategy	3.36	3.39	3.33	3.43					
Leadership	3.21	3.3	3.16	3.26					
Culture	3.34	3.37	3.3	3.43	SIGNIFICANT				
Structure	2.93	3.2	2.84	2.95	SIGNIFICANT				
Management Practices	3.70	3.8	3.68	3.71					
Systems	3.06	3.17	3.02	3.07					
Work Group Climate	3.65	3.64	3.62	3.72					
Skills Job Match	3.82	3.85	3.81	3.86					
Motivation	3.90	3.86	3.87	4.0					
Individual Needs and Values	3.63	3.58	3.58	3.78	SIGNIFICANT				
Performance	3.42	3.46	3.37	3.49					

NOTE: Dif	ference are significant at the P < .001 level	< 35	36-50	51>
• Q39	Do the Center's leaders follow through on commitments in a timely manner.	3.28	3.04	3.26
• Q66	Has the Center-wide reorganization in 1997/98 facilitated directorate's working together as a team to accomplish GSFC's mission.	2.81	2.45	2.51
• Q72	Does the Center currently have the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people for each job.	2.77*	2.58	2.81

^{*} One of this group's lowest 5 items as well.

Goddard Survey Data 1999 Significant Differences by Gender								
	Center 1999	Females	Males	Significant Difference Among Group				
		606	977					
External Environment	3.81	3.93	3.74	SIGNIFICANT				
Mission and Strategy	3.36	3.54	3.27	SIGNIFICANT				
Leadership	3.21	3.31	3.16					
Culture	3.34	3.38	3.33					
Structure	2.93	3.15	2.82	SIGNIFICANT				
Management Practices	3.70	3.79	3.67					
Systems	3.06	3.17	3.01	SIGNIFICANT				
Work Group Climate	3.65	3.67	3.65					
Skills Job Match	3.82	3.91	3.78	SIGNIFICANT				
Motivation	3.90	3.93	3.89					
Individual Needs and Values	3.63	3.66	3.63					
Performance	3.42	3.55	3.35	SIGNIFICANT				

NOTE: Differences are significant at the P < .0001 level

• Q60	Encourage you to find a reasonable balance between your work and personal life.	F - 3.90 M - 3.59
• Q64	Work with you to identify training which will enhance your work performance and career development	F/S&E - 3.09 F/Admin - 3.50
• Q80	Do you believe that your professional development has or would benefit from a mentor relationship?	F - 3.21 M - 2.83

F - Female M - Male S&E - Scientist and Engineer Admin - Administrator

Goddard Survey Data 1999 Significant Differences by Ethnicity							
	Center	White	Black	Hispanic	Asian/PI	Significant Difference Among Group	
External Environment	3.81	3.80	3.95	3.88	3.93		
Mission and Strategy	3.36	3.36	3.62	3.45	3.32	SIGNIFICANT	
Leadership	3.21	3.25	3.14	3.25	3.09		
Culture	3.34	3.39	3.16	3.31	3.24	SIGNIFICANT	
Structure	2.93	2.92	3.28	2.94	2.9		
Management Practices	3.70	3.75	3.66	3.69	3.49		
Systems	3.06	3.05	3.24	3.18	2.95		
Work Group Climate	3.65	3.71	3.43	3.57	3.41	SIGNIFICANT	
Skills Job Match	3.82	3.83	3.88	3.94	3.73		
Motivation	3.90	3.93	3.87	3.96	3.8		
Individual Needs and Values	3.63	3.69	3.48	3.55	3.45		
Performance	3.42	3.43	3.59	3.42	3.27		

NOTE: Differences are significant at the P<.0001 level

CM - Center Mean

Asian/PI	• Q17 • Q89	Do your Directorate plans clearly convey how you can contribute to realizing Goddard's mission, strategies, and goals. Is the expression of diverse views and opinions encouraged and appreciated in your work unit.	CM - 3.16 API - 2.99 CM - 3.68 API - 3.33
	• Q76 • Q83 • Q110	Do you have full access to Center opportunities for advancement, awards and professional development. Are the Centers human resources processes fair and equitable. Do you feel you are a full and equal member of the Goddard	CM - 3.53 AAM - 3.25 <u>API - 3.14</u> CM - 2.98 AAM - 2.61 <u>API - 2.62</u> CM - 3.46 AAM - 2.99
AAM - Africa API - Asian/PI		community.	111111 2.27

Goddard Survey Data 1999 Significant Differences by Occupational Code								
	Center	Engineering	Computer/ Data	Scientific	Prof. Admin	Technicians	Sec.	Significant Difference Among Group
		651	148	183	423	81	86	
External Environment	3.81	3.74	3.86	3.66	3.98	3.83	3.82	SIGNIFICANT
Mission and Strategy	3.36	3.18	3.40	3.45	3.58	3.25	3.63	SIGNIFICANT
Leadership	3.21	3.09	3.28	3.26	3.32	3.05	3.48	SIGNIFICANT
Culture	3.34	3.28	3.38	3.51	3.35	3.25	3.46	
Structure	2.93	2.77	2.87	2.75	3.25	2.78	3.38	SIGNIFICANT
Management Practices	3.70	3.62	3.77	3.72	3.79	3.41	4.07	SIGNIFICANT
Systems	3.06	2.95	3.02	3.05	3.23	2.92	3.27	SIGNIFICANT
Work Group Climate	3.65	3.61	3.65	3.84	3.63	3.52	3.79	
Skills Job Match	3.82	3.73	3.88	3.82	3.96	3.62	4.07	SIGNIFICANT
Motivation	3.90	3.83	3.92	4.24	3.92	3.75	3.84	SIGNIFICANT
Individual Needs and Values	3.63	3.55	3.66	3.8	3.71	3.47	3.65	
Performance	3.42	3.27	3.4	3.43	3.59	3.37	3.83	SIGNIFICANT

NOTE: Significant indicates .70 or greater differences

Tech.	• Q15	Are employees clear about the Center's direction including its mission and strategies.	CM - 3.07 Tech - 2.79
Caa	• Q17	Do your Directorate plans clearly convey how you can contribute to realizing Goddard's mission and strategies.	CM - 3.16 Tech - 2.75 Eng. 2.93
Sec.	• Q19	Employees are treated fairly and equitably.	CM - 3.42 Sec 3.06
	• Q110	Do you feel you are a full and equal member of the Goddard community.	CM - 3.46 Sec 3.21

Tech. - Technology Sec. - Secretary and Clerical

CM - Center Mean

Eng. - Engineering

Severe Disability

- Q 26 Provide you with assignments that promote your career development.
 - Severe 2.47 Center Mean 3.52
- Q 64 Work with you to identify training which will enhance your work performance and career development.
- Severe 2.43 Center Mean 3.13
 Q 70 Are employees in your directorate systematically involved in developing the plans and initiative to fulfill your organizations

objectives.

- Q 77 Do you believe the Center's new promotion prodesses provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made.
- Q 79 Do you believe that an individual Development Plan would be beneficial to you in developing skills and your career.

 Center Mean 2.85
- Q 82 Do you believe the new Goddard honor awards program is an improvement over the old awards program.
 Severe 2.54 Center Mean 2.82
- Q 83 Are the Center's human resources processes (e.g., job competitions, promotions, awards, classifications, training) fair and equitable.
 Severe 2.44 Center Mean 2.83